

Topic

# Data Strategy Survey 2022

Focus

## Survey Results

Status

September 2022

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# What is a Data Strategy?

“A data strategy is a highly dynamic process employed to support the acquisition, organization, analysis, and delivery of data in support of business objectives.”

<https://www.gartner.com/en/information-technology/glossary/data-strategy>

## Three pillars of a data strategy:

**Business Layer** – Deriving the goals of a data strategy from the overarching corporate strategy and collecting the relevant current and planned use cases.

**Technology Layer** – Evaluate existing tech stack, available data, and analytics capabilities against business objectives and use cases.

**People Layer** – Define organizational requirements and enable all relevant stakeholders in terms of data literacy and data-oriented thinking.

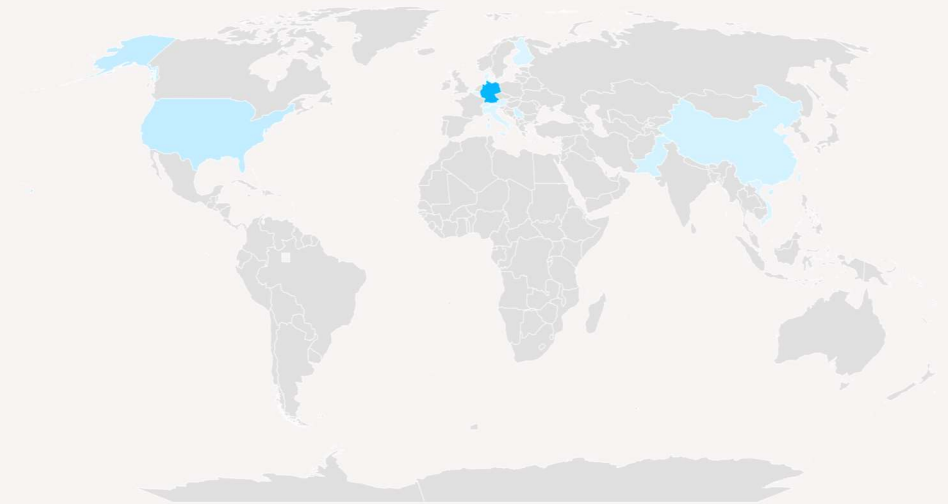
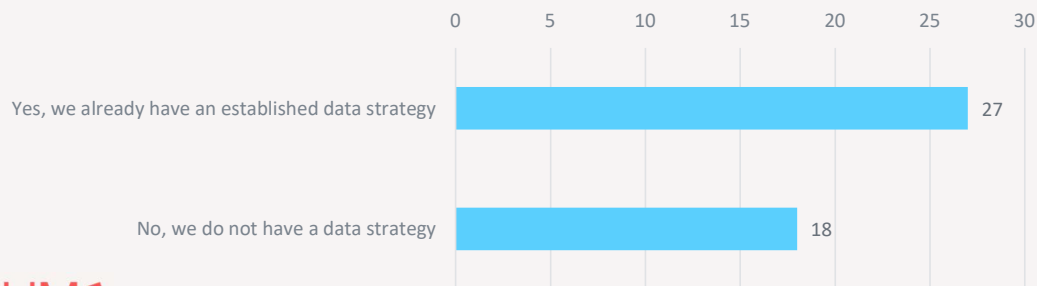
# What makes a data strategy successful?

Seminar with students of the master program „Digital Technology Management“ at Munich University of Applied Sciences supervised by Prof. Dr. Eva Anderl and Dr. Isabelle Kes

## International Online Survey in April/May 2022

- 45 participants, thereof 17 in German, 28 in English
- 25 participants from Germany, 4 from the USA, 1-2 per other country
- Main focus: B2B(24), followed by B2C (16)
- Strongest industry: Technology and Telecommunications (12)

Does your company have a defined data strategy?



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# Data Strategy Success Score as a measure of success

To distinguish between companies, we introduced the Data Strategy Success Score (DSSS).

## Constitutional factors of data strategy success

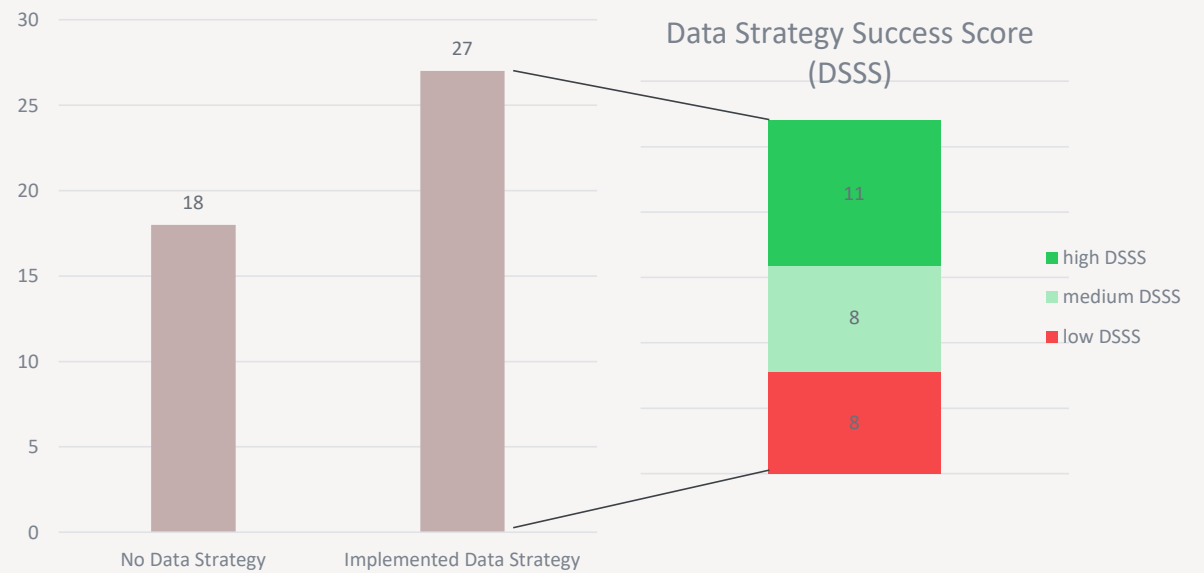
1(b):  
"The company I work for makes decisions based on data."

1(c):  
"The company I work for has clear objectives regarding the usage of data."

8(c):  
"Since we implemented the data strategy, the number of successfully realized data use cases has increased."



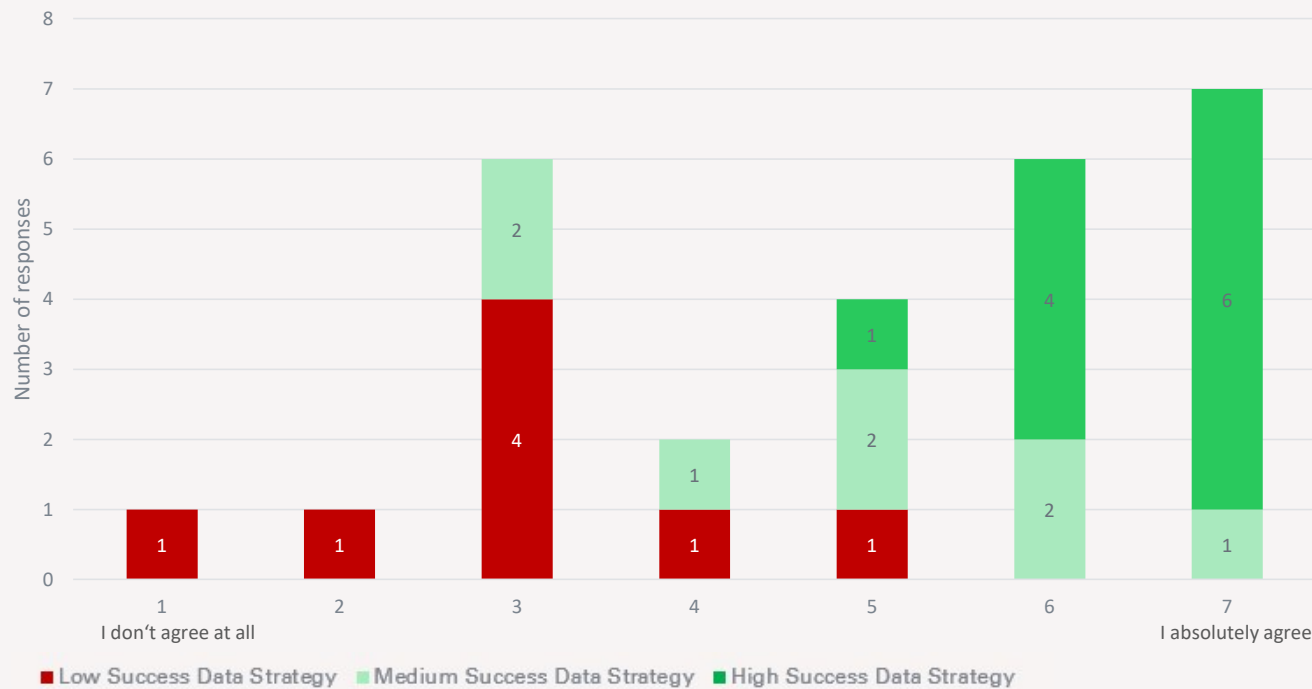
$$\text{Data Strategy Success Score (DSSS)} = \frac{\text{Answer 1(b)} + \text{Answer 1(c)} + \text{Answer 8(c)}}{3}$$



## Business Layer – Strategic alignment

Data strategy should be aligned with the overall strategy.

Our data strategy is aligned with the overall company strategy



Companies with a successful data strategy have realized the **importance of aligning data & company strategy.**

Especially companies with low success data strategy seem to **struggle with this alignment.**

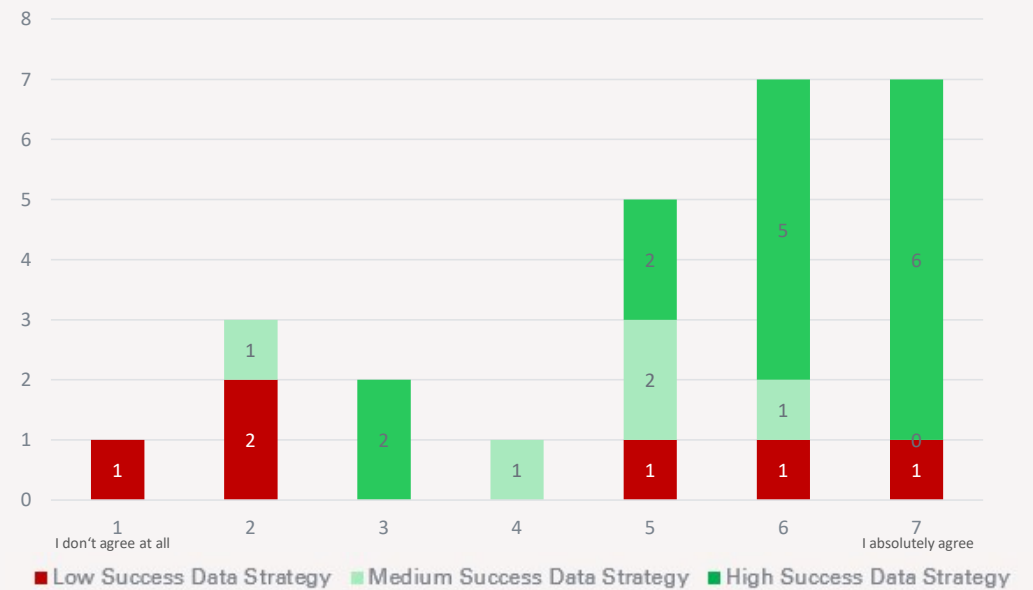
# Business Layer – Communication is key

Companies with highly successful data strategies seem to have well-communicated company and data strategies.

### The data strategy is known by the whole company



### The company strategy is known to the whole company



## Business Layer – Data use cases as core element

Highly successful companies have a prioritized list of use cases that have been developed in cross-functional teams.



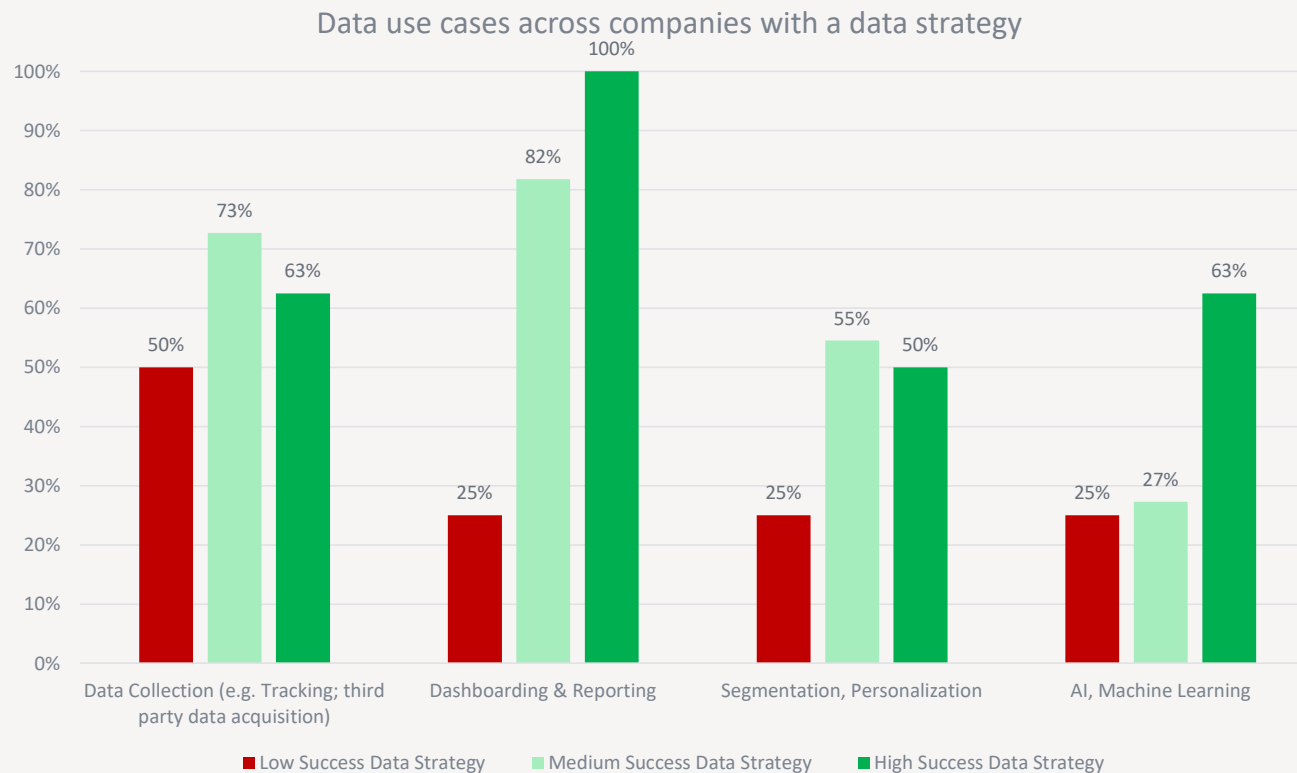
Companies with a successful data strategy have realized the **importance of the formulation & prioritization of data use cases.**

Especially companies with no defined data strategy **lack a list of prioritized use cases.**

The **importance of cross-functional working on data use cases** has been realized most by companies with a successful data strategy.

## Business Layer – Differences in use cases

Companies with limited success seem to have a stronger focus on data collection.



Companies with a successful data strategy seem to be **more advanced in the data value chain.**

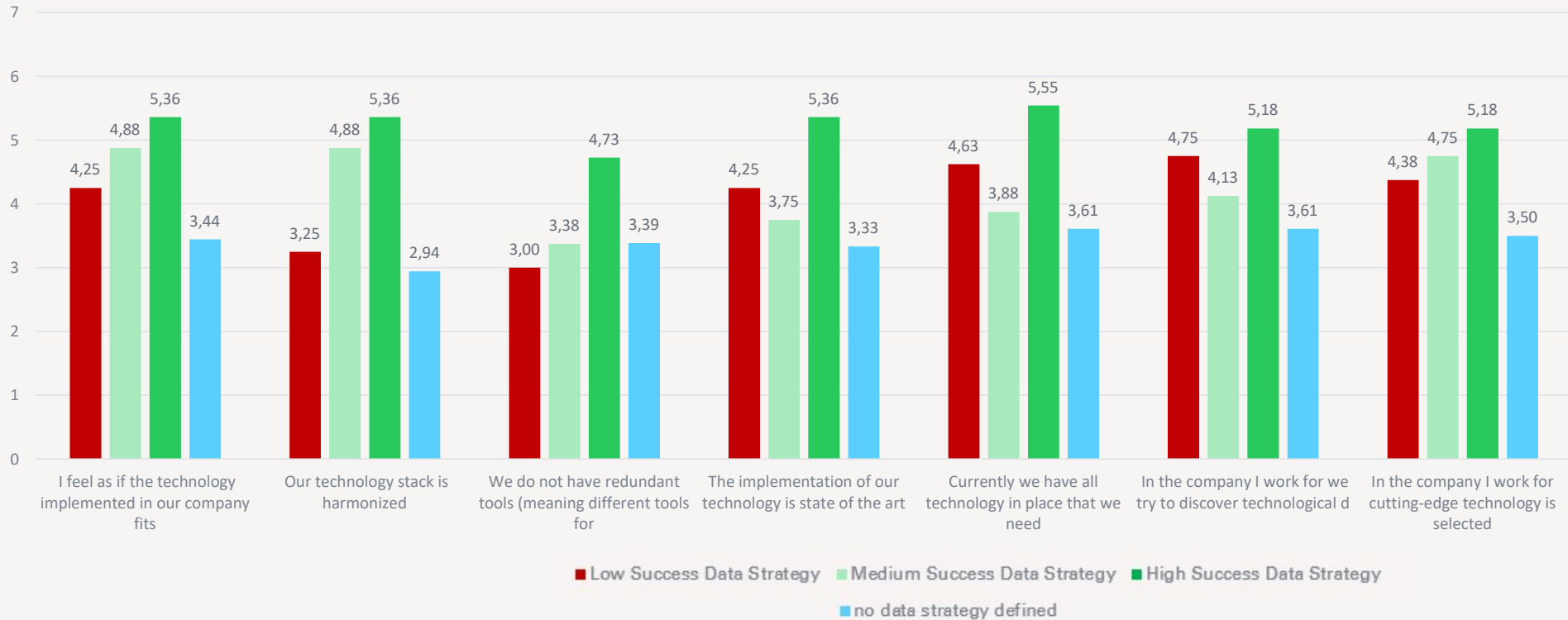
Companies with a low success data strategy **still seem to struggle with data collection.**

**Advanced use cases like Personalization or AI** are exploited mainly by companies with a successful data strategy.



# Technology Layer – What about tools?

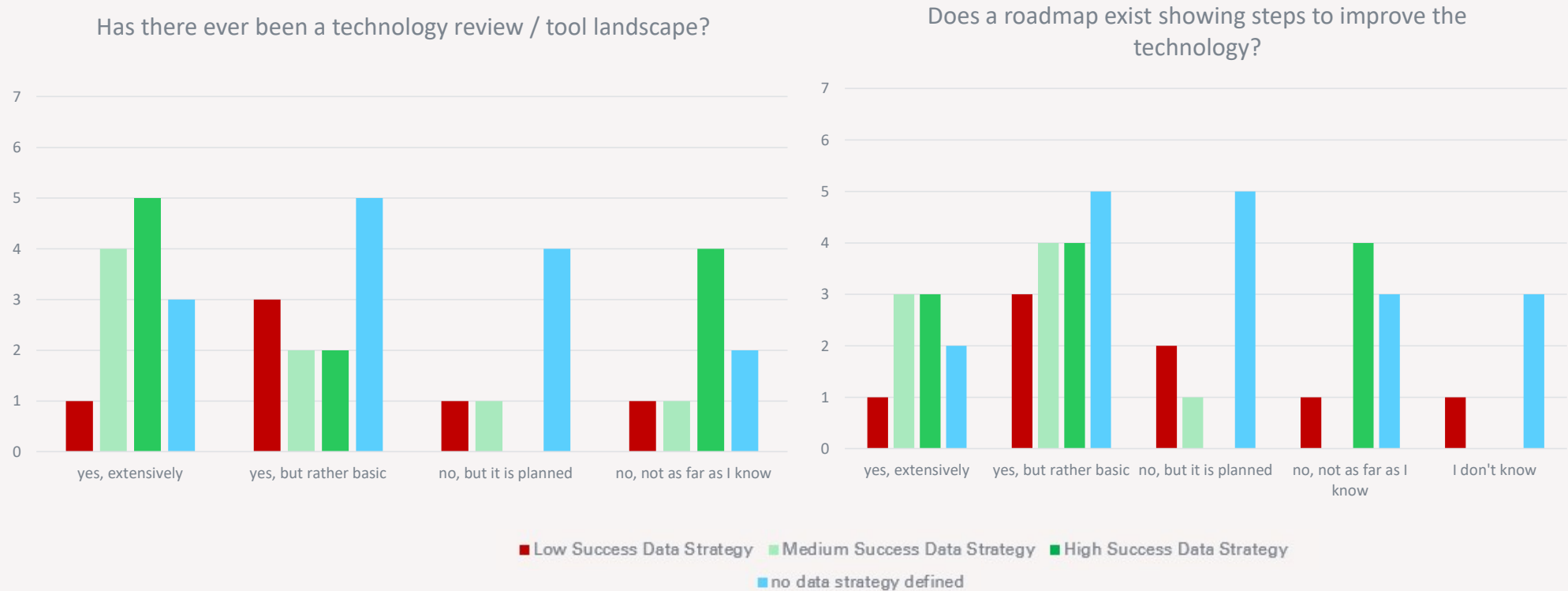
High-success companies consistently show higher scores in tool-focused questions.



(1: I don't agree at all – 7: I fully agree)

# Technology Layer – Mapping out the landscape

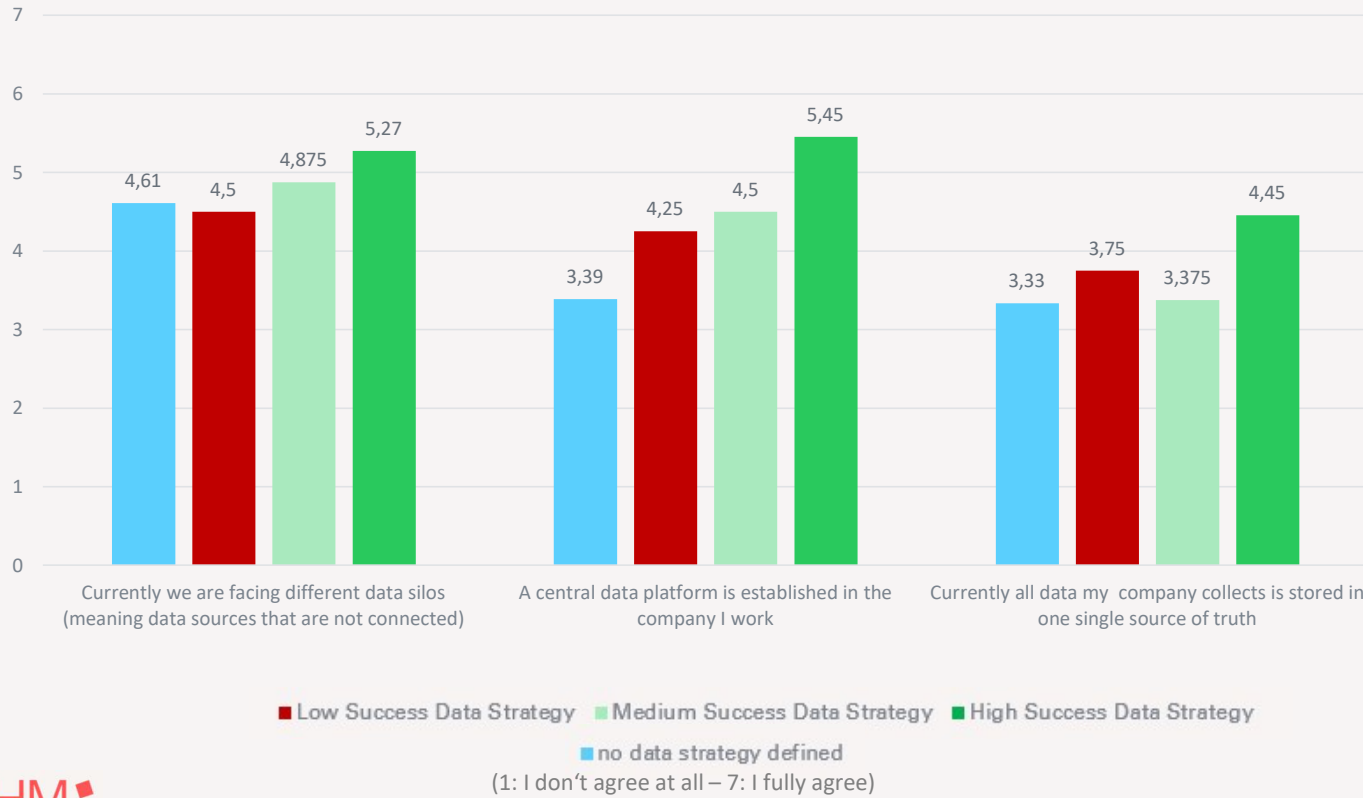
Most companies with a successful data strategy take measures to get an overview of their tool landscape.



(1: I don't agree at all – 7: I fully agree)

# Technology Layer – Data silos happen to the best of us

Data silos seem to exist in all types of companies.

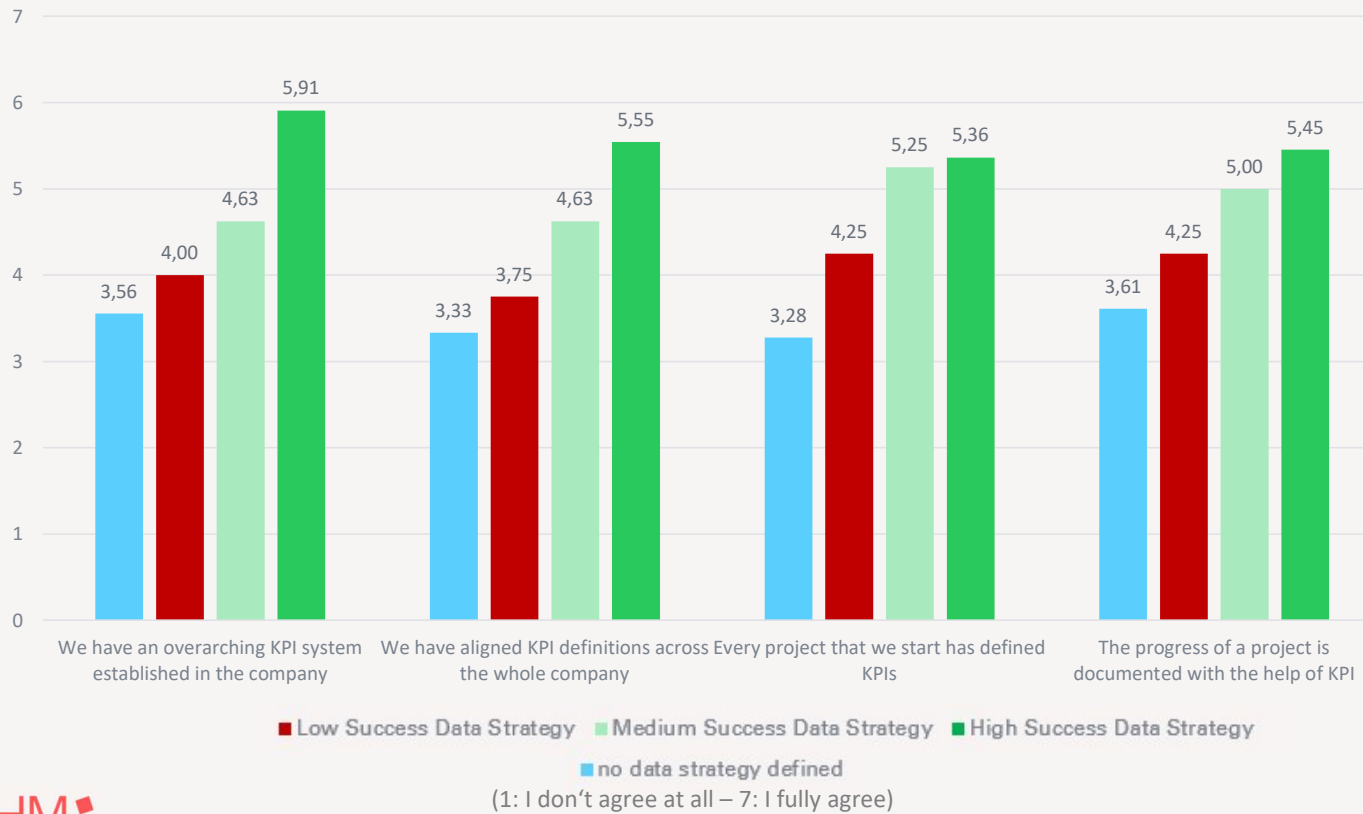


Companies with a successful data strategy seem to have established more often a data platform & a single source of truth.

Companies without a data strategy seem to lack a single source of truth.

## Technology Layer – One can only optimize, what is measured

KPIs are already in use in most companies with a high- and medium-success data strategy.

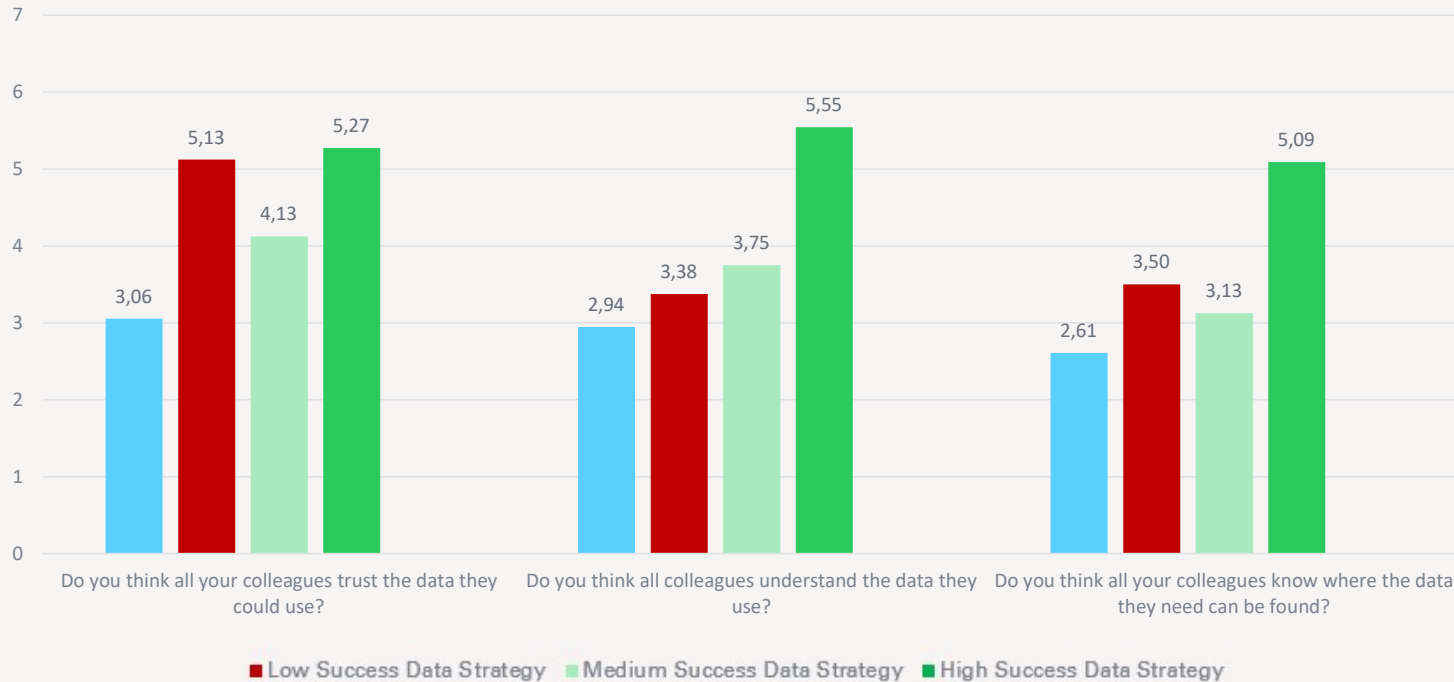


Companies with a successful data strategy seem to use **KPIs in an extensive and strategically aligned way.**

Companies with no data strategy **seem to lack consistent KPIs.**

# People Layer – Enablement: Understanding and trust

Employees in highly successful companies understand and trust the data more – and know where to find it.



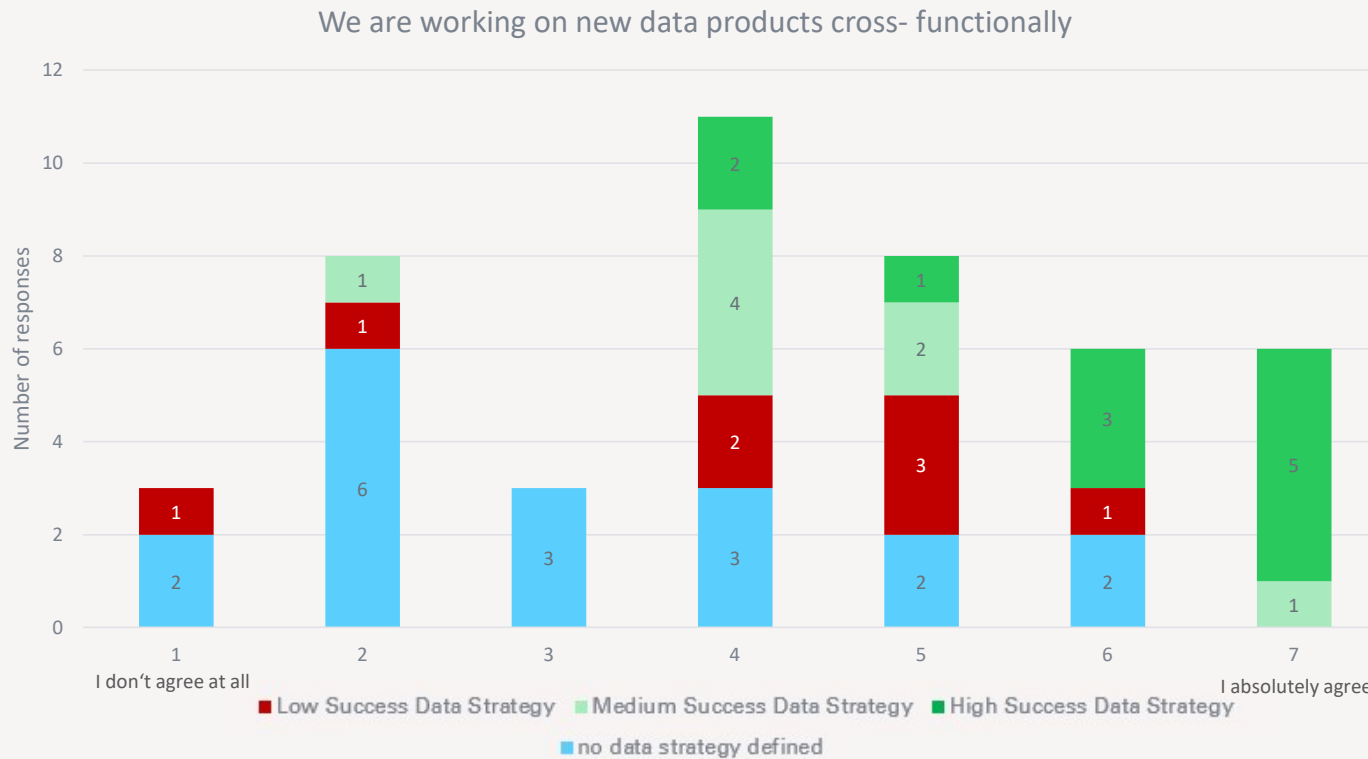
Companies with a successful data strategy seem to have **colleagues understanding the value of data.**

Companies with a low-success or no data strategy seem to **struggle with creating a common understanding of the value added by data** and also **lack data governance structures.**

(1: I don't agree at all – 7: I fully agree)

## People Layer – Organization: Cross-functional works best

Data projects should be tackled cross-functionally.

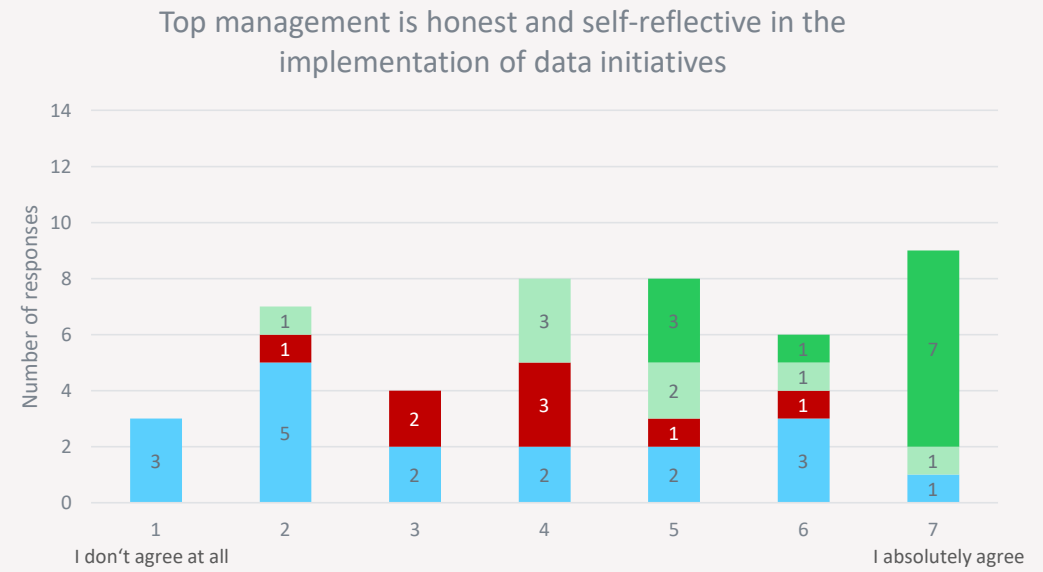
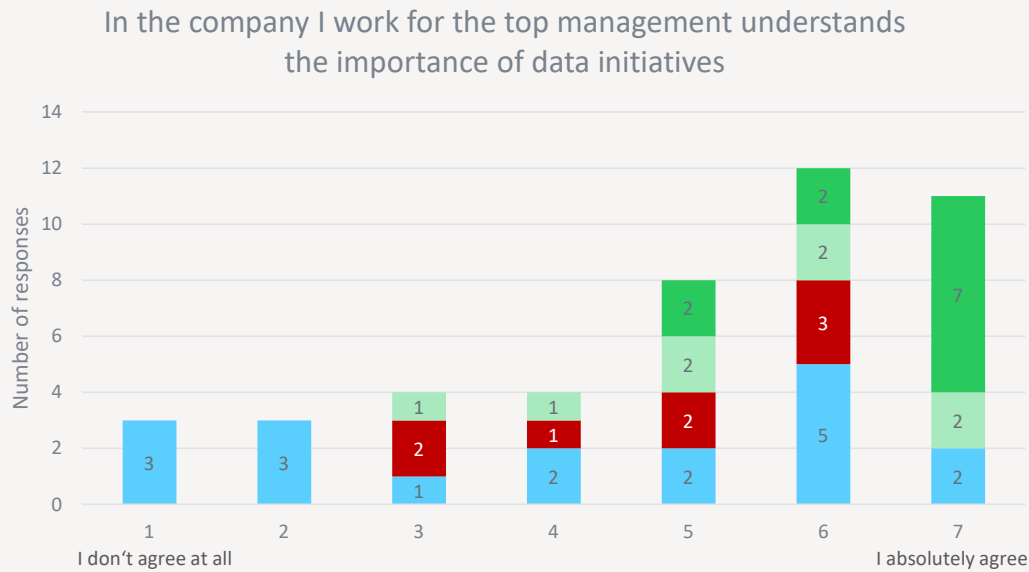


Companies with a successful data strategy seem to have realized the **importance of cross-functional ways of working.**

In contrast, companies with a low-success or no data strategy **seem to work in a more traditional way.**

# People Layer – Organization: Top management should lead the way

Top management needs to understand the importance of data and should be honest and self-reflective.



■ Low Success Data Strategy ■ Medium Success Data Strategy ■ High Success Data Strategy  
■ no data strategy defined

# So, what distinguishes the companies with varying successful data strategies?



## Companies with no data strategy

- **Focus rather on technology selection** than holistic strategy
- Don't seem to use data strategically – e.g. only seldom and non-holistic use of KPIs
- **Rarely collect & prioritize** (data) use cases
- Mainly work in a **traditional not cross-functional way**



## Companies with a low success data strategy

- Seem to face a **lack of communication** and **transparency** on strategy
- Struggle with a **disharmonized tool stack**
- Suffer from a low level of data literacy
- **Work on only few (data) use cases** and if so mainly on data collection purposes



## Companies with a medium successful data strategy

- **Work hard on communicating and aligning** data and business strategy
- Seem to still struggle with **systematically collecting & prioritizing data use cases**
- Have realized the importance of **cross-functional working**
- Need to work on building **trust in data**



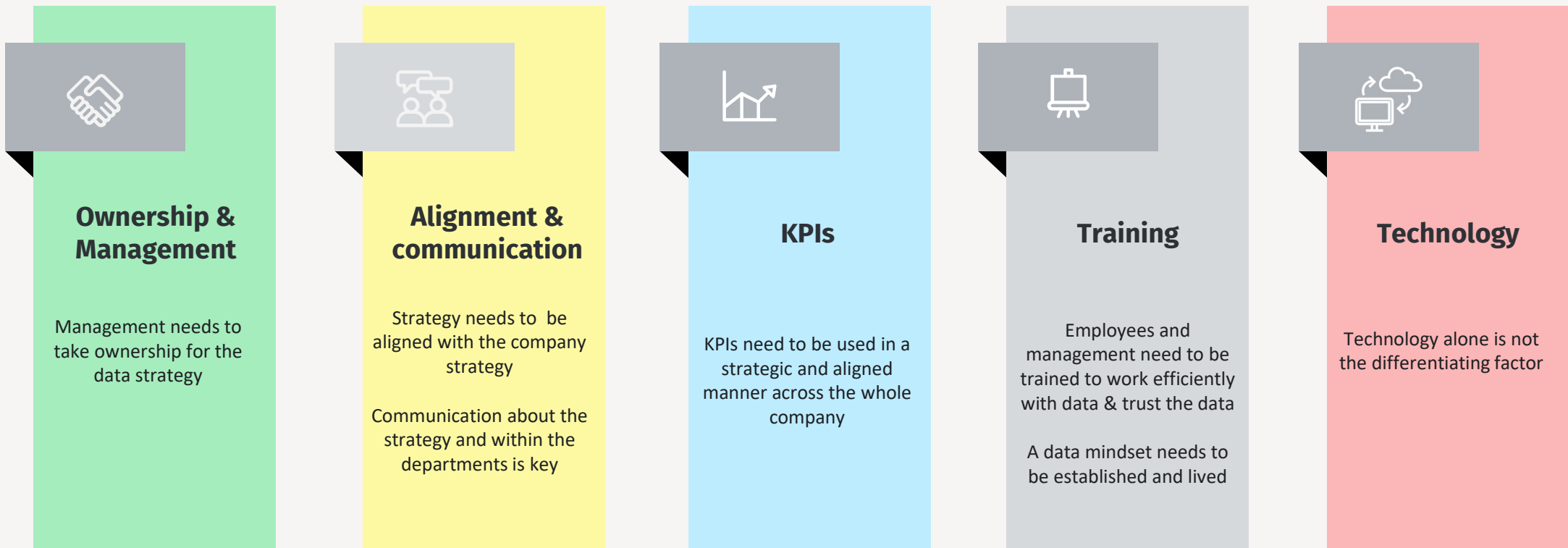
## Companies with a highly successful data strategy

- **Communicate** the strategy across the whole company
- Use data **strategically** throughout the whole company
- Have realized the importance of **cross-functional working**
- Have teams and co-workers **trusting** the data & being **trained**



# What makes it really work?!

To put it all in a nutshell...



# Thank you!

This research was conducted by students of the master program „Digital Technology Management“ at Munich University of Applied Sciences supervised by Prof. Dr. Eva Anderl and Dr. Isabelle Kes.

In case of questions, please contact Eva Anderl ([eva.anderl@hm.edu](mailto:eva.anderl@hm.edu)) or Isabelle Kes ([isabelle.kes@feld-m.de](mailto:isabelle.kes@feld-m.de))!

Please cite results of the study as follows:

E. Anderl & I. Kes (2022), Data Strategy Survey 2022, Munich University of Applied Sciences & FELDM GmbH, Munich